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"Space Propriety and our Future"

By COL Jeffrey C. Horne

It's great to be in Colorado Springs, Colo., the home of our Space warriors as well as one of the most beautiful, militarily supportive towns in America. My family and I are delighted to be here, and proud to be serving the Space community at a time that will one day be regarded as one of the foremost times of strategic and technological change in our history. Just take a look around — we are restructuring our defense department and combatant commands, defining new acquisition paradigms that enable us to respond to warfighting needs in real time, fielding the first global missile defense weapon systems and deploying Army space warfighters to all levels of a newly designed Army. We are serving amongst some of the finest leaders of our time, and most of them are young lieutenants and captains learning their trade in troubling, difficult times that require a sense of agility not seen in the years before them. You are America's Space pioneers, laying out the groundwork for those who follow.

We encourage you to serve with passion, tenacity, and a technical and tactical knowledge that surpasses that of your previous assignments. You are part of a new generation of Army leaders that are learning our craft at the cutting edge in one of our most challenging geo-political and technically complex environments. So, the question is: what are we going to do to set the conditions for your success in the future?

First, we must empower our commanders with deployed, well-trained Space operators who can optimize the full spectrum of our joint Space warfighting capabilities. We must facilitate the operations centers to work across branch-specific solution sets to provide an integrated product that meets the "so-what" test to joint task force commanders. Doing so enables a campaign-quality army that is vital to joint, expeditionary operations.

Second, our leaders and Soldiers in the field deserve the finest solutions we can develop and field in a fraction of the time traditional acquisition processes can deliver. The half-life of automation solutions today



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barely over two years. We have to understand what's needed and turn a capability out to the field faster than ever before. How do we do that?

The Chief of Staff-directed Army Space Acquisition Study (we are completing) and the Army Space Master Plan (ASMP) the Force Development and Integration Center (FDIC) is developing lay out key improvements we should make:

(1) Optimize space operations — Deploy Space operators and maximize Space-based capabilities. Space operations are a key aspect of the non-linear battlefield. Sometimes we make it all too hard. We must build Space-based products into the daily routine of Tactical Operations Centers just as we did with emergent capabilities, such as aircraft, tanks, UAV's, and ballistic missile defense. All were new, different, cross-cutting innovations of their time that required new trains of thought to maximize their effects. We're developing global and theater concepts of operations, operations plans, and tactics, techniques, and procedures (TTP) to enable this process. This can't be done in an Army vacuum, but rather it must be done jointly with our partners in the Air Force, Navy, Marines, and with geographic combatant commands. We will therefore coordinate closely with U.S. Strategic Command (USSTRATCOM) and our fellow components.

Employing these new concepts, plans, and tactics requires us to look at our formations and ensure we have Space warfighters deployed along the depth and breadth of the battlefield to maximize our return on investment. Deploying Space operators at the theater, joint task force, land component headquarters, corps, and now at new modular division level is critical to this process. We are deploying Soldiers to the lowest practical level to ensure the commander in contact has all the "real-time" Space force enhancement and Space control capabilities he needs to win decisively. We're in the process of deploying emerging Space Support Elements to our modular division formations to make this happen today. LTC George Andary and his team of

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professionals in 3d Infantry Division (3ID) are the first Space Support Element and are deploying a Space Support Element Toolset, one of over 60 other new Army capabilities from various program managers to enhance the 3ID's combat power. This concept will be duplicated in every Division in the next three years as the new modularity concept takes shape across the Army. Certainly this will require the Space force to expand both in numbers and importance to the joint warfight. Your agility, technical knowledge, combat arms tactical skills, communications skills and ability to support intelligence operations will be challenged, but make no mistake, you are up to the task.

(2) Recruit, train, and retain people — We mentioned deploying Space forces throughout the joint warfighting spectrum. That requires new and innovative ways to select, train, and retain our forces. The Army's Space Cadre must be defined differently and get larger using a combination of officers, warrants, noncommissioned officers and certified civilian professionals. These folks will design, acquire, operate and sustain our various Space systems and capabilities. The process of assessing and growing the Army Space Cadre is underway with a Department of the Army-directed, TRADOC-supported effort to determine how we can best identify, certify, develop, and manage it. This will continue into the summer of 2005. While it seems a long time in the making, we must do this correctly. We will have to begin increasing our troop strength in FY05 to keep abreast with the deployment demands of the future. This is no simple task in an Army that is defining needs for over 900 new field grade officers to support emerging modular force structures.

So we're in the business of developing warfighters: flexible, adaptive and competent Soldiers with a Warrior Ethos. We must implement the Soldier's Creed so all Soldiers are disciplined, fit, and deployable; all are well-trained and equipped for the mission and the environment; and all are ready to take lives and to save lives. We leaders must focus first on common combat-task training for our Soldiers and then on the technical and functional training required by the Soldier's position. We must put resources, e.g., time, people, money, facilities, against these tasks. We must innovate and ensure that Soldiers go into harm's way prepared and confident.

A final note on training. Clearly, success in this area is a trib-

ute to both the quality of those selected and the training programs we have instituted. We've done well in both categories, but we have to take the next step toward jointness and shared TTPs and doctrinal development with our sister services. We hope to assign five people to the National Space Security Institute (NSSI) this coming year to begin the process of institutionalizing our training programs jointly and alleviating the burden on our Space Brigade and FDIC. We must continue training courses at Command and General Staff College and the senior service colleges of course, but we hope to integrate those into the NSSI curriculum.

Our numbers are growing steadily, and you are performing very well in the field. The 2004 Career Field Designation Board selected 12 promotable captains to join our ranks, and two majors transferred into FA40. In terms of promotions, you are being selected at rates higher than Army averages. This year's lieutenant colonel's selection board saw 88 percent of FA40s selected in the primary zone while the Army average was 79 percent. Senior Service College saw a selection rate of 9.6 percent for FA40's, compared to 7.9 percent for the Army as a whole. Additionally, we're increasing the size and functions of our Proponency Office. LTC Mike Powers, teaming with our new Human Resources Command assignment officer, MAJ Jay Driscoll, will be providing increased services to open communication with you to develop and balance your career across our Army, make the manning process more personal, give long-term predictability of assignments and play a larger role in selecting future paths for you and your family.

(3) Improve Concept Development — Another exciting change we are working our way through is the development of an integrated SMDC Futures Center. This initiative combines the SMD Battle Lab with FDIC into a single entity designed to interface with TRADOC and joint agencies. This effort is not confined to Space development, but will enable a closer link between our Army concept developers and technology insertion efforts supported by our research, acquisition, and development team in Huntsville. Our intent is to better serve TRADOC and the joint Space team supported by the Services and the National Security Space Organization (NSSO). We will be working to

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determine innovative ways to get technology — wherever it is developed — into the field faster and with supporting TTPs that are agreed to by our joint partners. While this is certainly in its early stages, this is an exciting opportunity for us to shorten deployment timelines of new capabilities in a joint environment. Larry Burger and COL Jim Pierson are personally spearheading this effort. I encourage you to give them a call and share ideas that you may have to make this work.

(4) Expand Program Management and Warfighter Integration — Staying in touch with the warfighter, applying accepted practices, and defining new and different capability sets is crucial. We must understand our capability gaps, work with our partners in TRADOC, coordinate and deconflict developments across programs, and promote multi-faceted solutions that cut across functional boundaries. Solutions will be joint, interdependent, and end-to-end. To make this a reality, an Army Space Program Executive Officer

(PEO) capable of integrating across multiple Army and Joint PEOs and an Army Space TRADOC Systems Manager (TSM) are critical.

Switching to another of my roles as SMDC Deputy Commander for Operations, I want to mention an historical event. On October 1, 2004, the ground-based midcourse defense (GMD) began limited defensive operations. While this is not a system that is manned by Space operations officers, I think it is well worth mentioning. This is the first time the nation will have had a shield against ballistic missiles since early 1976 when the Safeguard ballistic missile system was inactivated after only a few months of operations. Bringing the GMD online continues to be a tremendous effort conducted in concert with the Missile Defense Agency, the rest of the Army, the other Services (particularly the Air Force), and industry. Together, we were able to bring the system on line two years ahead of schedule. Kudos to all those who worked to bring

this project to fruition.

SMDC/ARSTRAT's charter as the Army Service Component Command to USSTRATCOM brings with it other missions (Information Operations, Global Strike, and C4ISR) which are not inherently Space operations functions, but which depend on Space-based capabilities and concepts of operations to work. Each of those other mission areas has actions that have their own priority within the command and on my plate. None, though, will detract from this command's proponency oversight for Army Space operations and operators, from our ongoing space operations initiatives, programs and technological enhancements to Space support, or from our Space support to warfighters.

These are exciting times and the work you have begun is challenging and meaningful. I am excited and ready to be a part of its continued growth, and I am ready for the challenge.